RANGE OF PRACTICE IN 
TRANSFORMING A CENTRAL BANK: 
PARTICIPANTS’ ANSWERS TO QUESTIONNAIRE 
30 CENTRAL BANKS 
5 - 7 SEPTEMBER 2018 SEMINAR 

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Low, medium or high probability to a material change in current mandate, for main functions within the next 10 years?

Your central bank will be smaller, unchanged or larger in terms of staff, in 10 years from now?

Public trust in your central bank is higher/similar/lower than before 2007?

Your central bank is now seen as a less/equally/more important as an economic actor than it was before 2007?

Low, medium or high probability to a material change in your central bank’s current mandate, for its main functions within the next 5 years?

Your central bank will be smaller, unchanged or larger in size, in terms of numbers of staff, in 5 years from now?

Public trust or faith in your central bank is lower/similar/higher than was the case

Your central bank is now seen as a less/equally/more important as an economic actor than it was before 2007? (2 = equal)
Does the plan set quantitative objectives in terms of staff numbers? 26%

Does the plan set quantitative objectives in terms of budget? 39%

Does your Bank have a multi-year strategic plan? 86%
Are there monthly, quarterly or annually follow-up meetings?

- Monthly: 16%
- Quarterly: 20%
- Annually: 8%
- None: 56%
How many years does the plan cover?

- 4 years or less: 55%
- 5 years: 41%
- 6 years or more: 4%
How many managers does the multi-year plan explicitly involve?

- between 1 and 30: 48%
- between 31 and 60: 24%
- more than 60: 19%
- all of them: 9%
How many projects/ objectives/ main strategic orientations does the plan encompass?

- 21% between 1 and 5
- 37% between 6 and 10
- 42% more than 10
Is working by remote (from home) allowed/encouraged?

Is there a proactive promotion policy for women?

Are the salaries of Central Bank's managers higher than at commercial banks?

Are salaries for mid/low-level employees higher at the Central Bank than at commercial banks?

Is the effectiveness of the HR function measured / assessed at your Bank?

Is there a multi-year HR strategy?

Is there a career management framework?

Is the HR function considered as playing a partnership role for operational managers?

Is internal job rotation encouraged?

Are there Competency Profiles / Is there competency-based HR management?
Do senior managers have yearly individual objectives?

Is there an annual appraisal scheme?

Is employee performance measured/appraised?

Do managers have conditional bonus schemes?
Are the remuneration increases based on seniority or performance (excluding mobility, excluding bonus)?

- 50% both
- 41% performance
- 9% seniority
Educational level of non managerial staff: what percentage of non managers have a Bachelor's degree

Educational level of employees: what percentage of all employees have a Master's degree

Educational level of managerial staff: what percentage of managers hold a PhD?
Would you say that top-management is deeply involved into the managerial innovation?

Have you fostered a community of managers, for practice sharing, peer-support and co-development?

Have you created one or several co-working spaces?

Is there any HR go-along-with policy targeted towards the middle management in the digitalization context?

Do you use "call for innovation projects" software?

Have you launched a corporate social network?

Have you created one or several internal "labs" to bring together start-ups and your bank's units?